



# TO BE ALIVE IS TO BE VULNERABLE

**st. stephen's green trust**

**ANNUAL REPORT AND FINANCIAL STATEMENTS 2014**

# ADMINISTRATIVE INFORMATION

**The Trust presents its Directors' report and audited financial statements for the year ended 31st December 2014.**

**Directors at 31st December 2014**

Stephen Rourke, Chairman

Sr Maria McGuinness, RSM

Donal O'Brien

Fr Mike Drennan, SJ

**Staff**

Grants & Development Director: Orla O'Neill

Accountant: Dáithí O Maolchoille

**Registered Office:** 75 Weston Park, Dublin 14

**CRA Number:** 20026547

**Chy Number:** 10449

**Company Number:** 447527

**Auditors:** CD Mullock & Company, Chartered Accountants,  
Statutory Audit Firm, Estuary House, New St, Malahide, Co Dublin

**Bankers:** Bank of Ireland, 2 College Green, Dublin 2

**Investment Managers:** Davy, Davy House, 49 Dawson St, Dublin 2

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## our aims, objectives and values

st. stephen's green trust is a charitable foundation which respects human dignity and is committed to identifying and responding to issues of social injustice in Ireland.

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### This is done by:

- Providing grants to organisations addressing issues which lead to inequalities.
- Supporting organisations to effect positive social change at a range of levels and using a variety of tools.
- Using the learning to influence positive social change.
- Being attentive to the current context.
- Being flexible in funding strategies to ensure the Trust focuses on the areas of greatest need.
- Taking calculated risks which allows new thinking to emerge, supports new ways of working, while achieving maximum impact from the limited resources.

### In order to do this, Trustees commit to:

- Sound analysis of the causes of inequalities, the effects of inequality on people and of the structural and institutional drivers of social injustice.
- Translating this analysis into an effective formulation of goals and objectives to inform our work. The strategies and tools we use as grant makers will be guided by this analysis and commitment.
- Reflecting on the impact of our grants and the effectiveness and success of our work.

**Between 2014 and 2018, Trustees have agreed six primary aims to give effect to the mission of responding to particular inequalities which exist in Ireland.**

1. Support the development of Traveller men and implement the Travellers in Prison Initiative.
2. Support strategies which improve the lives and life chances of prisoners / ex-prisoners and their families.
3. Support strategies to improve the lives of asylum-seeker children and families in direct provision centres.
4. Continue to manage the Darndale Belcamp Grant Programme (until 2015) and seek to extend the Grantwriter Initiative to 2017.
5. Be flexible in funding so the Trust can support organisations seeking to address the root causes of inequalities in Ireland, particularly as they relate to areas of particular interest to St Stephen's Green Trust. This will include broader approaches to rethinking the framework for engagement between the State and civil society so that user voice and social analysis of root causes will contribute to an evidential approach to policy development.
6. Support new thinking and approaches to the problem of homelessness in Ireland, with a particular focus on tackling homelessness outside of Dublin.

**A number of related aims support the primary aims.**

7. Collaboration with other Trusts, Foundations and organisations to enhance our ability to achieve our primary aims.
8. Share knowledge in a strategic way which drives the impact of our grantees' work.
9. Continue to improve our granting practice and ensure grant programmes are relevant, challenging and make an impact in the grants focus areas.
10. Be an exemplar charitable foundation which reaches a high level of governance and upholds our stated values and commitment to the people with whom we work.

**As part of the aim to be an exemplar foundation, Trustees reaffirmed the Trust's core values during a strategic review in February 2014, facilitated by Brian Harvey. These are:**

- **Respect & Solidarity:** We respect the dignity of the communities with which we work. We will learn from and listen to what they have to say to us. We work in partnership with grantees and communities they serve. We believe better outcomes are achieved if we look to the communities for leadership and support their ownership of the work we help fund.
- **Accountability & Transparency:** We are accountable to a range of stakeholders for our stewardship including our funders and the people whose lives we are aiming to improve. We will hold ourselves accountable by setting high standards and by how we assess our impact. This includes learning from failure, both our own and others. We are committed to being open about how and why we do things, and will adhere to the highest possible standards of governance.
- **Integrity:** We are committed to doing what is right and will hold ourselves to the highest standards of honesty and ethical behaviour.
- **Partnership:** We recognise our mission can only be achieved in partnership with other individuals and organisations and we place a high value on collaboration. We will be creative in the use of our limited resources and take calculated risks to have maximum impact.



## structure, governance and management

St Stephen's Green Trust is a registered charity and has recently received its Charities Regulatory Authority number - CRA Number 20026547. It also holds a Revenue Charity number: CHY10449. It was incorporated as a company limited by guarantee on 1st January 2008 under a Memorandum of Association which established the objects and powers of the charitable company and it is governed under its Articles of Association.

The Trust was set up in 1992 under a deed of trust and support from Porticus, the family foundation of the Dutch family, the Brenninkmeyers. They decided to use the Trust as a vehicle to support organisations working across Ireland. They remain a key funder.

Since 2003, the Trust has established relationships with three other donors, the Daughters of the Cross of Liege, the Discalced Carmelites and the Oblate Fathers. In 2014, the Mercy Solidarity Trust (Southern Province) became a funding partner in one of the Trust Grant Programmes supporting asylum-seeking families in Direct Provision Centres.

New Trustees are appointed by the existing Trustees and a recruitment process to add two Trustees was started in the last quarter of 2014. Trustee meetings are held at least three times a year and Trustees agree the broad strategy and areas of activity for the Trust, including consideration of grant making, investment, reserves and risk management policies and performance. The day

to day administration of grants and the processing and handling of applications prior to consideration by Trustees and/or the relevant subcommittee is designated to the Grants & Development Director.

Assisting the Trustees, the Grants subcommittee considers new applications fulfilling the relevant criteria and makes recommendations for funding.

The Grants subcommittee members are Stephen Rourke, Sr Maria McGuinness and Orla O'Neill. They make recommendations for some grant programmes under specific criteria, while other grant applications are fully considered at the Trustees meetings.

All Trustees give their time freely and no Trustee remuneration was paid in the year. Details of Trustee expenses and related party transactions are disclosed in the accounts, which amounts to €NIL for 2014.

The Trust is a member of The Wheel which provides much helpful information on good practice, changes on the law affecting charities and acts as an authoritative lobby with the government and regulators. The Trust continues to liaise with fellow foundations on sectoral issues and joint grantmaking. The Trust does not have a public office and has part-time staff.

*St Stephen's Green Trust: Back (l-r): Stephen Rourke, Chair; Donal O'Brien, Trustee; Fr Mike Drennan, Trustee; Dáithí O'Maolchoille, Company Secretary; Front (l-r): Niamh Hourigan, Trustee; Jane Leek, Porticus UK; Sr Maria McGuinness, Trustee; Fr Vincent O'Hara, Discalced Carmelites; Orla O'Neill, Grants & Development Director.*

# risk management and grant making policy

## Risk management

The Trustees have considered the major risks to which the charity is exposed and have reviewed those risks and established systems and procedures to manage them.

The Trustees consider variability of investment returns to constitute the charity's major financial risk and have a close relationship with the investment managers, Davy. A medium risk level is deemed to be most suitable for the Trust's investments and the Trust regularly meets with Davy to oversee this approach.

The major operational risk is the extent to which the grants awarded make an impact on the intended beneficiaries. An enhanced approach to reflection and evaluation of learning has been undertaken by the Trust, particularly in the last two years and this is expected to continue and develop. The Trust also takes care with its assessment of grant applications; ensuring successful applicants have a track record, demonstrate effectiveness and a minimum level of governance.

## Grant making policy

As part of its policy to periodically reflect on areas of funding, early in 2014 the Trust commissioned Brian Harvey to undertake a strategic review of the Trust's grant making and to make recommendations on the areas of greatest need for the following five years. This comprehensive document which details the situation of some of the most vulnerable groups in Ireland today provided valuable information for Trustees in developing a plan. Brian Harvey's document is available on the Trust's website. The findings and recommendations informed the Strategic Plan 2014-2018 which is also on the Trust's website. In the final quarter of each year the Trustees agree grant focus areas and criteria for accepting applications for the following year. An effort is made to

ensure this information is accessible to all organisations. Grant criteria are disseminated through Funding Point (The Wheel), Activelink and NICVA's GrantTracker website in Northern Ireland.

Application forms, criteria and application deadlines are available on the Trust's website. Potential applicants are encouraged to speak with Orla O'Neill in advance of making an application to ensure it fits the criteria for funding. As part of the grants review process, the Trust agreed with the recommendations of the Brian Harvey report around making our grants more effective. Therefore a grant application is assessed on the basis of whether it includes a policy element; develops fresh thinking and analysis of issues; addresses 'harder', critical issues; builds individual or organisational leadership; prompts invention and analysis; builds institutional linkages and leaves some form of legacy, however small. Applicants are not expected to meet all these criteria.

The process for application assessment and timeframe for decision making is set out in the grant information on the website. A two step process is now in place for the General Grant Scheme whereby applications are shortlisted for a full assessment within two weeks of the application deadline. Therefore the bulk of unsuccessful applicants have a decision within two weeks. Shortlisting of applications is not a guarantee of funding and more detailed information on the application is sought before a final decision is made, which may take another six weeks. Following the 2014 Strategic Review, the Trust also introduced an opportunity for planning grants whereby organisations with low capacity to develop funding proposals are given technical support. This initiative is in the early stages of development.

The Trust has a policy of seeking grant reports from organisations in receipt of grants when the grant is spent, normally a year following grant allocation. Strategic grant programmes generally have a formative evaluative approach which documents the learning of grantees on an ongoing basis. The purpose is to learn from the work of grantees and to help organisations reflect on the project and whether it changed from the original intentions and if so, why. In addition, gathering information from grantees allows the Trust to reflect on the efficiency and effectiveness of its grant making approaches and process and overall outcomes.

Grant reports for the 2013 General Grant Scheme were received from 16 of the 18 grant recipients. The Trust is working on a framework to reflect on outcomes from these grants more systematically. This needs to be proportionate and take into account the diversity of grants made across the 3 main focus areas of homelessness, Travellers and prisoners / ex-prisoners and their families across Ireland.



# 2014 outcomes

The Trust made grants of €450,700 to beneficiaries in 2014, compared to €307,000 in 2013. This 47% increase was a result of the Porticus donation increasing from €250,000 to €400,000. Grants were made under 5 different programmes: 1) **General Grant Programme**; 2) **Direct Provision Centre Grant Programme**; 3) **Survivors Grant Programme**, 4) **Travellers in Prison Initiative** and 5) **Darndale Belcamp Grant Programme**.

## 1. General Grants Programme

The Trust gave €300,750 in grants to 32 organisations in 2014, double the amount of 2013 when €151,000 was awarded to 18 organisations. Fifteen grants were made to organisations working with prisoners / ex-prisoners and their families. Twelve grants were made to Traveller organisations, of which four were also focused on work with prisoners. A further five grants were made to organisations working on housing and homelessness issues. Of the 32 organisations funded, five were for work in Northern Ireland, all in the area of prisoners/ex-prisoners and their families. The map (right) shows the geographical spread of the grants.

Eleven organisations (30%) were offered multi annual grants (either two or three year grants) which reflects the new strategy of giving grantees an opportunity to demonstrate what works over a longer period, thus allowing organisations to measure progress and performance before seeking mainstream funding. All multi annual grants are subject to a satisfactory report for the previous year and a detailed plan for the following year. It is expected that grant amounts will be reduced for the second and third year as the organisation seeks alternative sources of funding. The amount reserved for multiannual grants allocated in 2014 is €118,000 in 2015 and €79,000 in 2016. This allows for one grant round in 2015 which will take place in May 2015.





# general grants programme

## 2014

Organisation	Town	Details	2014 Grant
1. Clonmel Resource Centre Ltd	Clonmel	Towards salary of Prison Liaison Worker - 3yrs	€15,000
2. Women's Support Network	Belfast	Costs of activities for work with 36 women offenders	€14,800
3. Helping Hands Belfast Ltd	Belfast	Core Costs	€6,000
4. The Bridge Project	Dublin 1	Bicycle mechanic training course targeting people with an offending background. - 3 years	€12,000
5. Churchfield Community Trust	Cork	Outreach support work to clients who are ex-offenders.	€12,000
6. Killinarden Drug Primary Prevention Group	Dublin 24	Towards costs of supporting women exprisoners.	€12,000
7. NASC, the Irish Immigrant Support Centre	Cork	Research to analyse immigration related detention in Ireland and treatment of detainees for immigration related offences.	€11,000
8. Care After Prison	Dublin 8	Core Costs	€10,000
9. Prison Fellowship Northern Ireland	Belfast	Core costs for prisoner family support programme	€10,000
10. Dialogue for Diversity	Belfast	Expenses for volunteers working with prisoners -3 years	€10,000
11. Conflict Resolution Services Ltd.	Belfast	Mediation between prisoners preparing to leave prison and paramilitaries preventing them from returning home	€8,000
12. Irish Innocence Project	Dublin 8	Project supporting investigation of possible wrongful convictions.	€7,000
13. Irish Penal Reform Trust	Dublin 7	Research on policy and awareness raising issues related to older people in prison	€6,000
14. U Casadh Limited	Waterford	Core Costs	€5,000
15. Community Foundation for Ireland	Dublin 1	Education fund for former offenders	€4,000
<b>TOTAL GRANTS MADE TO 15 PRISONER/EXPRISONERS ORGANISATIONS</b>			<b>€142,800</b>

## general grants programme 2014 (continued)

Organisation	Town	Details	2014 Grant
16. Meath Travellers	Meath	Meath Travellers Workshops Prison Links - 2 years	€15,000
17. Tipperary Rural Traveller Project	Tipperary	Traveller Men's Health Workers Network joint approach to developing Men's Sheds - 3 years	€15,000
18. Waterford Traveller Community Project	Waterford	Traveller Men's Health Workers Network joint approach to developing Men's Sheds - 3 years	€15,000
19. Bagenalstown FRC	Co Carlow	Carlow Kilkenny Traveller Mental Health Liaison Support - 3 years	€15,000
20. Tipperary Rural Traveller Project	Tipperary	Working with Traveller prisoners pre and post release - 3 years	€13,000
21. Clondalkin Travellers Development Group	Dublin 22	Accredited training for Crossbar Bicycle Project for 30 young Traveller men	€10,000
22. Tallaght Travellers CDP	Dublin 24	Towards salary for Traveller Men's Participation Worker - 2 years	€10,000
23. Leitrim Traveller Development Group	Leitrim	Integrated leadership, Board and Community Development Project	€8,000
24. Traveller Counselling Support Network	Dublin 7	Counselling support for Travellers in prison - 3 years	€8,000
25. Ballyfermot Travellers Action Project	Dublin 10	Write and disseminate learning from conflict project with Traveller men	€7,000
26. Cavan Traveller Movement	Cavan	Cavan Traveller Mens Shed - 3 years	€6,650
27. Sligo Traveller Support Group	Sligo	Support for prisoner and ex-prisoner Travellers and their families	€5,000
<b>TOTAL GRANTS MADE TO 12 TRAVELLER ORGANISATIONS</b>			<b>€127,650</b>

Organisation	Town	Details	2014 Grant
28. Carbery Housing Association	Co Cork	Mortgages to Rents project	€10,000
29. First Fortnight	Dublin 1	Art psychotherapy support for people with mental ill health who are homeless.	€10,000
30. Sons of Divine Providence	Dublin 10	Feasibility Study for social housing for older people	€3,800
31. Community Action Network	Dublin 1	To support project on a human rights approach to housing in Dublin	€2,500
32. Community Workers Co-operative	Galway	Research on effect of public procurement rules on community services sector	€4,000
<b>TOTAL GRANTS MADE TO 5 HOUSING / OTHER ORGANISATIONS</b>			<b>€30,300</b>
<b>TOTAL GRANTS MADE</b>			<b>€300,750</b>

# General Grants Programme (continued)

## Grantee Perception Survey 2014

As part of the Trust's commitment to reflect on how it does its work and to take an informed approach to improving systems, a short survey was sent to 2014 grantee organisation and responses were received from 11. A summary of the results are below. The Trust will consider the views and comments gathered in the survey to further develop grant application and reporting processes.

- Most organisations felt they understood the Trust's new strategic approach to grantmaking and felt the focus of grants would have some impact on their respective sectors.
- Almost half of respondents (5) found the application process very easy, 3 found it somewhat easy, 2 found it easy and 1 found it somewhat difficult. All felt they got the support they needed to make the application.
- Nine of the eleven respondents didn't have any suggestions on how to improve the application process although there was a question about the difficulty which the €500,000 income limit imposed and the timeframe for completion of applications.
- There were some interesting comments to the question of whether there was an added non monetary value to the grantee organisation, separate to the grant. Several respondents pointed to the added credibility which a grant confers when requesting funds from other sources, it signifies a vote of trust in the project. Some found the process of making the application helpful, being encouraged to focus on the outcomes.
- There were positive responses around communication with the Trust, many people citing the timeframe on responding as beneficial and having access to telephone contact as being positive.

- When asked whether the Trust's grant helped the organisation obtain further funding for the project, seven of the ten respondents said yes and three said no. Comments in this section focused on the value of having a funder in place before approaching others and being able to use the Trust grant as matched funding.

## Planning Grants

One of the recommendations in the 2014 Harvey report was the need to have small grants available - planning grants - for technical support for organisations which needed support to develop focused funding proposals. It was agreed by Trustees to have this facility available on a rolling basis to organisations eligible to make applications to the Trust. Grants of €4,100 in total were made to three organisations. Two of the grants were to Traveller organisations which made applications to the Trust in June and November 2014 - both of these were successful. A third grant was made to a group in Darndale Belcamp to undertake work around developing a new way of working with statutory agencies.



*Sr Maria McGuinness on a visit to Ucasadh in Waterford examines the bee project.*

## 2. Direct Provision Centre Grants

Children and families in Direct Provision Centres were identified in the Harvey Report as being one of the most vulnerable to poverty in Ireland today.

“Some parts of the new communities are at especial risk (of poverty), such as those in direct provision, the trafficked and the Roma community.....Overall, the most vulnerable category is the asylum-seeker placed in direct provision.....Direct provision may be a contributor to the unusually high number of African children the subject of childcare orders.” (Duncan, Pamela: *Report investigates childcare court cases*. Irish Times, 6th November 2013)

Several national migrant and immigrant organisations have produced excellent advocacy and policy reports in the past few years to draw attention to the dire situation of asylum seekers in Direct Provision Centres and that work is ongoing. The Trustees decided to focus grants at a different level. Some soundings were taken from people working with asylum seekers and they identified the lack of access to after school activities or community sporting activities as being problematic. The €9.60 a week allocated for each child is not sufficient to allow participation in swimming classes, GAA or soccer clubs. A Grant Programme was designed to invite applications from local voluntary organisations supporting children and families in family Direct Provision Centres of which there are 25 scattered throughout the Republic of Ireland. The Programme sought applications for activities that would take the children out of the Centre, for after school and other activities. One of the biggest obstacles was the need for transport given many of the Direct Provision Centres are in rural and isolated areas. Applications were received from organisations working in 18 of the family centres and all were allocated a grant.

780 children will benefit from the €55,960 allocated in grants to 18 organisations. The grants will allow children

to participate in swimming lessons, football clubs, dance lessons, gymnastics, athletics and music. The entire grant goes directly on the activities and administration of the grant is facilitated by the local volunteer organisations supporting families in the Centres.

For the November 2014 grant programme, the Trust partnered with the Sisters of Mercy Southern Province Solidarity Trust Fund which donated €24,000 to the Grant Programme for the 10 Centres in their area.

Many of the local organisations supporting asylum seekers reported a severe lack of funding to carry out activities with the children and their families. The Trust grant programme was the first opportunity some had to undertake activities in several years. A further Direct Provision Centre grant programme was opened in Spring 2015 with funding from the Daughters of the Cross investment and three Mercy Provinces - Mercy West; Mercy South Central and Mercy Northern Provinces. We expect to have a third grant round in Autumn 2015.

# Direct Provision Centre Grants 2014

Local Organisation	Centre	Grant	Children
Wallaroo Playschool Child and Family Project	Ashbourne House Glounthane Cork	€3,300	20
Integration and Support Unit	Atlantic House Tramore	€900	26
Killarney Asylum Seekers Initiative	Atlas House Killarney	€960	12
Integrate Carrick Carrick on Suir	Bridgewater House	€1,400	19
Clonakilty Friends of Asylum Seekers	Clonakilty Lodge Cork	€2,600	49
Croi na Gaillimhe	Eglinton Salthill Galway	€5,200	58
Cultúr	Mosney Accommodation Centre	€6,500	76
Diversity Sligo	Globe House Centre Sligo	€2,200	29
Killarney Asylum Seekers Initiative	Drishane Castle Millstreet	€2,650	79
Cork City Partnership	Kinsale Road	€3,400	30
Monaghan Immigrant Support Group	St Patricks Accommodation Centre Monaghan	€5,500	75
Newbridge Asylum Seekers Support Group	Eyre Powell, Newbridge Kildare	€1,600	33
Integration and Support Unit	Ocean View House, Tramore	€1,400	27
South Dublin County Partnership	Tower Accommodation Centre Clondalkin	€2,800	55
Mayo Intercultural Action	The Old Convent Ballyhaunis Mayo	€2,300	68
Tralee International Resource Centre	Johnston Marina Hotel Tralee	€3,000	24
Waterford Immigration Network	Birchwood House Waterford	€4,000	31
Westmeath Community Accommodation Centre	Athlone	€6,250	70
<b>TOTAL</b>		<b>€55,960</b>	<b>781 CHILDREN WILL BENEFIT</b>



respect accountability  
**justice**  
partnership  
**solidarity**  
integrity

st. stephen's green trust

# SURVIVORS

GRANT PROGRAMME 2012- 2014

RESULTS, REFLECTION AND LEARNING  
FROM A 3 YEAR PROCESS BY LIZ LENNON.  
OCTOBER 2014.



### 3. Survivors Grant Programme

This programme finished in 2014 and a final report, *SSGT Survivors Grant Programme 2012-2014 Results Reflection and Learning from a 3 year grant process* was written by Liz Lennon. Liz completed the evaluation for the programme following Mary Higgin's move to Caranua as CEO. The report is available on our website.

The report, launched in Boston College on Friday 14th November, gives a detailed analysis of the five different projects funded over the 3 years. There were varying outcomes and it is clear that some will have lasting beneficial impacts on the lives of survivors of institutional abuse. The launch was attended by 35 people from a range of stakeholder organisations, both statutory and voluntary.

The report presents a summary of the results, reflection and learning from the 3 year grant programme, funded by the St Stephen's Green Trust between 2012 and 2014. Recommendations from an SSGT commissioned short report by Mary Higgins in 2010 on a socio-economic profile of survivors in abuse in Irish religious-run institutions were the focus of the grant programme. Organisations were invited to make applications for projects which targeted these recommendations, to demonstrate what works and to develop learning in the area.

Five projects (involving six organisations) were allocated approximately €100,000 per annum for 3 years to work on an individual and collective basis in various areas. Formative evaluation was key to the supported work of the 5 organisations and an engaged and co-creative approach was employed. The six organisations met twice a year in a Grantee Network to report on progress, reflect on that learning and be supported in developing objectives for the next period. The Trust's evaluation of each project was shared within the group and all had input into each other's work. The Grantee Network also collectively made representations on issues of mutual interest to various bodies. Grant Programme participants were:

**Depaul Ireland, Dublin:** Life Skills Group for people in their homeless services.

**London Irish Centre/immigrant counselling and psychotherapy:** A training and awareness project for frontline staff in mainstream Irish welfare organisations.

**Irish in Britain:** Support and information project for survivors outside of London and to develop national network of groups.

**Irish Women Survivors Support Network:** London Advice and support service for survivors of institutional abuse.

**Right of Place Second Chance, Waterford:** Advice and support service for survivors of institutional abuse provided throughout Ireland.

In addition to the 5 projects, the Trust also carried out a series of activities designed to support the wider sector of organisations focused on supporting survivors of institutional abuse. This element was termed Survivor Voice. The final report by Liz Lennon was compiled using the reports and workplans gathered during the three years of evaluation of the grant programme, in addition to interviews with managers from each organisation, the funder and Caranua. The strong and positive impact of a relatively small amount of money over 3 years was deemed to be significant, in part a result of the funding approach taken by SSGT and the survivor focused work of the 5 projects.

The funding, evaluation and learning approach developed by SSGT was identified as a model of excellent practice. The author thought some of the elements could be of benefit to other public and private funders, including the learning networking process between projects.

Through the evaluation process and the networking discussions between the organisations the following macro issues affecting service delivery and survivors lives were identified:

**Ageing survivor profile** Survivors are ageing and their housing and support needs will need to have an end of life focus. In the Right of Place Second Chance survivor survey and informal feedback from the UK based Irish Women Survivors Support Network, survivors indicated a real fear of going into nursing homes and hospitals as a result of their abusive experiences as children in religious institutions. This fear coupled with a perceived lack of awareness by State agencies of sensitive practice when working with survivors of institutional abuse is a matter of concern. They will need to be examined by relevant agencies to explore the process, activities, policies and resourcing required.

**Mainstream organisations' lack of awareness** The lack of awareness of survivor issues by mainstream agencies and their perceived lack of sensitivity when working with survivors, particularly in the UK, was also highlighted in the icap/London Irish Centre training programme. The awareness training and sensitive practice ehandbook developed through this grant programme addressed a demand by frontline welfare and other workers for information.

**Decrease in funding and increase in demand for support by survivors.** When the Residential Institutions Statutory Fund (RISF), now Caranua, was formed the Irish government withdrew funding to several UK and Irish survivor support services. In addition, HSE funding to survivor support services was reduced significantly in the last three years. There are now increased demands on the remaining survivor support services in the UK and Ireland in terms of both general enquiries and providing direct support to individuals to complete Caranua application forms for individual funding support. The two survivor support projects in the SSGT Programme reported over 1000 enquiries each regarding Caranua funding in 2014 and each of the two projects helped nearly 500 individuals complete necessary forms. Despite the support Caranua provides to applicants, many survivors still go to a survivor support service because they have a longer relationship of trust and respect. Neither of these services received any

additional funding to meet the increased workload.

**Funders and support organisations are aware of the complex and somewhat problematic history surrounding funding to peer-led survivor organisations.** This issue is not unique to this sector and reflects a need for all charities to resource their fiduciary and governance responsibilities. These are areas which many funders are reluctant to support financially. Anecdotal feedback would also suggest there is an erroneous perception that peer-led survivor organisations will now be sustained through the Caranua fund.

**Previous experience has been poor in relation to collaboration by survivor organisations on a range of questions and issues.** While the Survivor Voice element of the Grant Programme which sought to develop a wider network of organisations in this area was not successful, there were significant benefits to the collaboration among organisations within the Grantee Network. This process modelled an approach that has seen them share information, policies and practice as well as clearly present issues of concern regarding survivors to relevant bodies.

*A more detailed analysis of the findings of the Grant Programme are available in the report which can be downloaded from the SSGT website.*

The final report also highlighted the good practice in the process used to manage the Grant Programme. One project coordinator said:

***“There are two kinds of funders. What we call Cash Point funders who just give you the money and wait for a report, and Funder Plus where the funder is committed to working with fundees to learn and progress. St Stephen's Green Trust is a Funder Plus.”***

Two third-year grants were made in 2014 - €9,600 to Irish in Britain and €25,000 to Depaul Ireland.

## 4. Travellers in Prison Initiative

The Travellers in Prison Initiative (TPI) is a project which developed during the second half of 2014. The TPI is a response to the particular needs and circumstances of Travellers within the 14 prisons within the Republic of Ireland and within the Central Mental Hospital. It is recognised that there is a disproportionate number of Travellers within Irish prisons – although Travellers only account for 0.6% of the overall population in the Republic of Ireland they account for 22% of the female prison population and 15% of the male prison population (source: Irish Prison Service). The TPI has been developed to support existing programmes and policy development, to provide more coordination and to set up new projects aimed at assisting Travellers in prison and at reducing the number of Travellers in Irish prisons.

Following the publication of the IPRT report, 'Travellers in the Irish Prison System' in May 2014, St Stephen's Green Trust (SSGT) convened a group of interested parties in Portlaoise in July 2014 to explore how it could support the implementation of its recommendations. The Portlaoise workshop included presentations from the Irish Chaplaincy in Britain, whose Traveller Equality Project works with Irish Travellers in prisons in the UK. There was unanimous support for a coordinated approach to the issue.

A subsequent TPI Working Group comprised of Traveller organisations, key statutory agencies and other interested parties focused on issues relating to the overall breadth and shape of the TPI, to the key themes and action areas for the TPI and to issues concerning the delivery and management of the TPI. A Strategic Plan 2015-2018 for the TPI was agreed by SSGT Trustees in November 2014 and there is a commitment of €70,000 a year for three years from the Trust, subject to satisfactory annual reports and plans for the following year. A further amount of €30,000 has been allocated to the project by the Irish Prison Service and the Probation Service.

The goal of the three-year Initiative is to achieve positive outcomes for families and Travellers affected by imprisonment across a range of areas, including counselling; peer support groups; family support; accessing in-prison services; restorative practices and research and policy. There will also be a specific focus on the situation of female Traveller prisoners. The goals will be achieved through various means, including supporting existing statutory and voluntary services to develop more coordinated approaches to engaging with Travellers within prison and through-the-gate services; researching and promoting best practice approaches; ensuring service and policy developments are informed by the needs of Travellers and their families; supporting existing and developing new approaches to engaging with Travellers and their families.

A Steering Group made up of representatives from Traveller organisations, IPRT, HSE, Probation and the Irish Prison Service will support the Trust in this work. A Programme Coordinator will be employed by the Trust in Spring 2015 to begin the initiative.

No grants were made under this initiative in 2014.

## 5. Darndale Belcamp Oblate Grant Programme

The Darndale Belcamp Grant Programme is focused on the Oblate Parish of Darndale Belcamp. The funds, received by the Trust on an annual basis from the Oblates, come from part of the proceeds of the sale of Belcamp College. The Grant Programme awarded €47,465 to 8 organisations and initiatives in 2014. Some of the applications in 2014 were joint applications from a number of organisations. A grant of €7,000 as a matched funding proposal to Dublin City Council (through Darndale Park Renewal Group) was not taken up by them by the end of the year and the offer has now been withdrawn.

Following recommendations in the BKA Evaluation of the Grant Programme, applications were encouraged for activities which: involve collaboration among two or more local organisations which seek to meet the needs of the local community as expressed in the evaluation and community survey; projects which strengthen the capacity of organisations and projects which allow the organisation to strengthen relationships with key funders.

Organisation	Project Detail	Grant
Our Lady Immaculate Junior National School	Joint application with the OLI Senior school for after school activities	€10,500
Sphere 17 Regional Youth Service	Joint application with New Life Centre and School Completion Programme for Summer activities for young people in Darndale	€6,000
Darndale Belcamp Integrated Childcare Service Ltd	Financial and HR technical supports	€5,000
Darndale Junior Football Club	Joint application with Darndale Rovers for costs of activities	€5,000
RASP Ltd Laneview Learning Centre	Strategic Plan	€4,500
Darndale Belcamp Village Centre	Golden Years Facility for Older People	€3,000
St Francis Moatview Football Club	Core Costs	€1,000
Community Grantwriter	Core Costs	€12,465
<b>TOTAL</b>		<b>€47,465</b>

## Darndale Belcamp 2014 (cont'd)

### Community Grantwriter

The Trust has continued its policy of reflection by surveying Darndale Belcamp grant recipients for feedback on our performance in 2014. Organisations agreed or strongly agreed they understood the revised criteria of the Grant Scheme; find it straightforward to make a grant and have an effective working relationship with the Trust. They also found the grant reporting process useful and considered the 'funding plus' approach of the Trust to be useful.

*"I find their advice, generosity with time, patience and expertise to be invaluable. Has been of great help over the years. Have learned a lot from them and developed strong partnership with both."*

*"I have found both staff members to be interested in supporting us with our development challenges and helpful in suggesting options."*

*"Our relationship, in particular with Moira who we see on a regular basis, helped us in understanding new regulations etc affecting our service."*

#### Community Grantwriter

St Stephen's Green Trust directly administers the grant for the Community Grantwriter. Moira McCarthy continued her work supporting organisations in the community with organisational development and grantwriting activities on a part-time basis. Moira has a contract with the Trust for 40 days a year. She works in a bespoke manner with organisations providing technical support as needed.

About a third of her time is spent on grantwriting activities which include researching relevant grants, collating and circulating information on grants, drafting applications with community organisations and preparing reports back to funders. The level of support given for grant applications varies depending on the organisation, typically smaller organisations reliant on volunteers require more time and support. For larger organisations

with paid staff the support is focussed on sharing information on grants or advice on an approach to an application and strategic grants/ funding planning. Eleven organisations were supported with twenty eight grant applications throughout the year, the total value of which was €218,000. €89,000 was received in grants by the organisations, a 41% success rate.

One of the funding highlights was the collaboration between Darndale FC and Dublin City Council to make an application to the Sports Capital Programme. A grant of €34,000 towards pitch improvements was secured. Sometimes being successful with grant applications to one funder can have a knock-on effect on other funders. Sphere 17 used a grant allocated from a private funder in 2013 to leverage funding from the Department of Children and Youth which led to the construction of a Youth Centre in Priorswood.

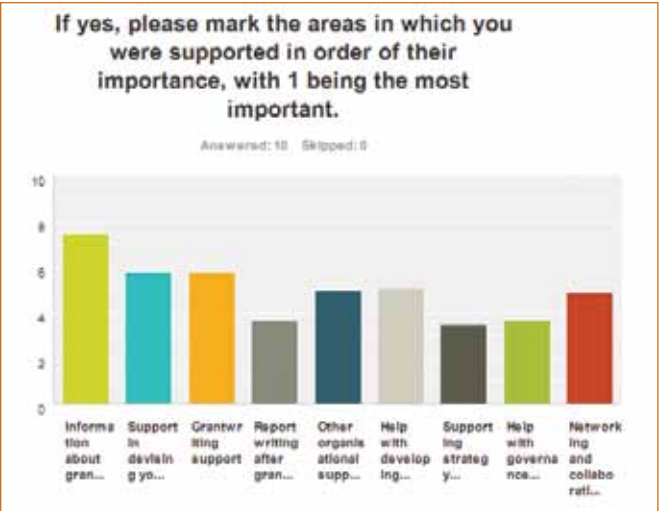
A second very successful Community Arts Week was held which showcased the talent in the schools and other organisations. It was made possible following a grant from the Department of Arts, Heritage and the Gaeltacht and the week was launched by Aodhán O'Ríordán, TD, Minister with responsibility for New Communities, Culture and Equality.

The funding environment for the Community Grantwriter has been very difficult for the past few years given both the low number of grant programmes and the competition for funding. This is the key challenge for the position. Another element of the Grantwriter Programme is the provision of governance and organisational support and seven organisations received support in this area in 2014. Activities included provision of a Risk Management workshop for organisations, which was attended by some Trustees. A workshop on Corporate Social Responsibility was also delivered to six organisations by Business in the Community, focused on training people how to approach local businesses and to develop relationships.

A significant amount of time in 2014 was spent supporting Darndale Park Renewal Group to work with Dublin City Council on a cleanup of the Park and undertaking remedial work to make the Park safe for residents to use. This work is ongoing and the group is also undertaking training with Community Action Network to build their capacity to find effective ways of working with DCC. This group is entirely made up of local residents who have volunteered to improve access to the Park for the community. A family fun day with an attendance of 200 people was organised by the group in June 2014 and supported by DCC.

A survey of beneficiaries of the Grantwriter initiative was carried out early in 2015. Of the ten respondents, eight found the support to be very valuable and two found it somewhat valuable. A majority (60%) thought the most important part of the service was the provision of information about grants suitable to their organisation. Support in devising the strategy for grant applications; grantwriting and help with developing relationships with funders was also deemed important.

Eight organisations said they had received grants during the year which they might not have received without the support of the Grantwriter. There was a very high rate of positive comments about the Grantwriter, the personal support she gave, her commitment to the organisations and dedication to the community. Several organisations said they would not have the resources to get access to this technical infrastructure of a highly skilled and experienced grantwriter with a financial background. As the Oblate grant scheme is coming to an end, a proposal to extend the Grantwriter role for at least a further three years was devised. The Grantwriter initiative now has the Northside Partnership and the Community Foundation for Ireland as funding partners with St. Stephen's Green Trust for the period 2015-2017. Further funding is needed and being sought to keep the role in Darndale.



Stephen Rourke, Chairman, March 2015



# Operational Plan 2014

## Summary of achievements in 2014

Strategic Goals	Planned activities 2014	Outcomes
Support the development of Traveller men and implement the Travellers in Prison Initiative.	Desk research and consultation with key stakeholders to develop strategic grant programme.  General Grant Programme 2014	Travellers in Prison Initiative: consultation, design of programme and initiative started by December 2014.  Under the General Grant Programme, €127,650 in grants was made to 12 organisations for work with Traveller men in the areas of mental health; career progression; prisoner/exprisoner support; conflict resolution and counselling.
Support strategies which improve the lives and life chances of prisoners / exprisoners and their families.	General Grant Programme 2014	€142,800 made in grants to 15 organisations working with prisoners / exprisoners and their families. Projects funded included support for exprisoners finding employment progression routes; Prison links workers, through-the-gate supports.
Support strategies to improve the lives of asylum-seeker children and families in direct provision centres.	Consultation with key organisations and funders to integrate this aspect of our work into the general grant programme. Develop grant programme and implement in 2014	This was set up as a separate Grant Programme to ensure grants met the greatest need. 780 children will benefit from the €55,960 allocated in grants to 18 organisations. Contact was made with other eligible Centres which did not make an application and efforts made to connect them with local voluntary organisations which could support a future application.
Continue to manage the Darndale Belcamp Grant Programme.	Work with Community Grantwriter and other relevant organisations to progress the recommendations in the Evaluation. Explore options for embedding Community Grantwriter initiative in the Darndale Belcamp community. Seek alternative funding for organisations.	The Grant Programme awarded €47,465 to 8 organisations and initiatives in 2014. Proposal to fund the Community Grantwriter role between 2015 and 2017 was agreed between SSGT, the Northside Partnership and Community Foundation for Ireland - this will sustain the role for the next three years.
Be flexible in our funding so we can support organisations seeking to address the root causes of inequalities in Ireland, particularly as they relate to our areas of particular interest.	Be responsive to opportunities which support this aim, including making small grants and collaborating with other organisations. Networking with other funders on how we might support an evidence-based approach to policy making. Networking with other funders to address the issue of the lack of State support for community & voluntary organisations advocating on behalf of their members / clients.	Joint grants were made with the Katharine Howard Foundation (KHF) and Community Foundation for Ireland (CFI) during the year.  A joint grant with KHF was made to Community Action Network for funds to bring residents from a Dublin housing complex to present their case for a rights-based approach to proper housing in Strasbourg.  SSGT continued its collaboration with CFI through its education fund for exprisoners by making a joint grant.  The Trust made a grant to Community Workers Coop to write a paper on the effects of new public procurement rules on the community services sector.



Strategic Plan 2014-2018		
Strategic Goals	Planned activities 2014	Outcomes
Support new thinking and approaches to the problem of homelessness in Ireland, with a particular focus on tackling homelessness outside of Dublin.	Be responsive to proposals which implement this aim, including having it as part of the General Grants Scheme 2014.	€30,300 was allocated in grants to five organisations, including an innovative approach in rural Co Cork which would allow some families at risk of losing their home to turn their mortgages into rent with an option to buy back their house after a number of years.
Collaboration with other Trusts, Foundations and organisations to enhance our ability to achieve our primary aims.	Networking with other funders in pursuit of the primary aims on an ongoing basis; being proactive in particular situations such as convening discussions in relation to Direct Provision Centres and advocacy.	The Trust continues to collaborate with two particular foundations, KHF and CFI and has good working relationships with other Trusts. The decision to lapse our membership with Philanthropy Ireland in 2014 means we will have to find other ways of having regular networking sessions with similar organisations in 2015.
Share our knowledge in a strategic way which drives the impact of our grantees' work.	Produce a final evaluation and impact report for the Survivors Grant Programme, which gathers the knowledge of the individual projects and the Programme as a whole. Disseminate to relevant organisations and groups.  Gather learning from Direct Provision Centre grant programme to share with the Department of Justice Working Group.	This report has been published and disseminated to relevant organisations in 2014. A plan to present the findings in the report to UK organisations in early 2015 is being progressed.  A short report was produced and sent to the Working Group, seeking to make an oral presentation in 2015.
Continue to improve our granting practice and ensure our grant programmes are relevant, challenging and make an impact in our grants focus areas.	Use evidence based approaches to good practice in grant-making; develop planning grant initiative to allow potential grantees to improve project design for applications.  Ensure good two-way communication with grantees.  Maximise the aim of targeting grants at areas of greatest need by having an added layer on the grant criteria which prioritises applications from areas of spatial distress.	A two-step approach to the General Grant Programme was implemented, with a shorter application form - thus making the application process simpler for organisations. Planning grant scheme initiated.  We did not implement the objective of taking account of areas of spatial distress, although the assessment process considers the location of the project in terms of relative deprivation.
Be an exemplar charitable foundation which reaches a high level of good governance and upholds our stated values and commitment to the people with whom we work.	Periodic review of grantmaking  Journey towards signing up to the Code of Good Governance	Brian Harvey was commissioned to undertake a review of our grantmaking areas which informed the Strategic Plan 2014-2018. We focused on several areas of governance over the year: Risk Register; new Directors; Grantee communications. The 2014 Annual Report was written in SORP format to start the process of implementing Charities SORP for 2015. Grantee perception surveys were carried out for the Darndale and General Grant Programmes.



Stephen Rourke at the launch of the Survivors Grant Programme final report in Boston College, November 2014.

# St Stephens Green Trust

(COMPANY LIMITED BY GUARANTEE AND NOT HAVING A SHARE CAPITAL)  
75 WESTON PARK, CHURCHTOWN, DUBLIN 14

## Summarised Financial Statements for the year ended 31 December 2014

The financial information has been extracted from  
St Stephen's Green Trust Financial Statements  
for the year ended 31 December 2014 which  
were approved by the Trustees on 30th January 2015.

# Income and Expenditure

## 2014

	2014 €	2013 €
<b>Income</b>		
€	€	
Porticus	412,293	281,565
Oblates	53,465	58,433
Investment income from Daughters of the Cross Fund	38,960	32,000
Discalced Carmelites	15,000	0
Mercy Southern Province	24,000	0
Ireland Funds	0	4,000
	<hr/> 543,718	<hr/> 375,998
Interest earned	26	27
<b>Total Income</b>	<hr/> <b>543,744</b>	<hr/> <b>376,025</b>
<b>Expenditure</b>		
<b>Charitable activities:</b>		
Grants to beneficiaries	450,718	307,214
General Grant Programme	410	325
Darndale Belcamp Programme	669	5,249
Survivors' Programme	2,634	4,147
Travellers in Prison Initiative	940	0
	<hr/> 455,371	<hr/> 316,935
<b>Total Expenditure on Charitable Activities</b>	<hr/> <b>455,371</b>	<hr/> <b>316,935</b>
<b>Administration &amp; Support expenses:</b>		
Staffing costs	59,981	47,986
Office Costs	5,046	7,201
Governance	6,657	1,072
Audit Fee	1,845	1,845
	<hr/> 73,529	<hr/> 58,104
<b>Total Expenditure</b>	<hr/> <b>528,900</b>	<hr/> <b>375,039</b>
Net incoming resources before other recognised gains and losses	<hr/> <b>14,844</b>	<hr/> <b>(986)</b>
Net gains/losses on investment assets	<hr/> 208,378	<hr/> 203,525
Net movement in funds	<hr/> <b>223,222</b>	<hr/> <b>204,511</b>

# Summary Balance Sheet

## 2014

	2014 €	2013 €
Net Assets		
€	€	
Financial Assets	2,879,316	2,670,938
Current Assets	216,625	151,499
Current Liabilities	(210,661)	(160,379)
<b>Total Assets</b>	<b>2,885,280</b>	<b>2,662,058</b>
<hr/>		
<b>Total Funds at 31st December 2014</b>	<b>2,885,280</b>	<b>2,662,058</b>
<hr/>		

